

# Journal of the Royal Society of Arts

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FRIDAY, 15TH APRIL, 1955

VOL. CIII

## FORTHCOMING MEETINGS

WEDNESDAY, 27TH APRIL, at 2.30 p.m. 'The Detection and Prevention of Anti-Social Behaviour in Young Persons', by Sir Basil Henriques, C.B.E., M.A., J.P., Chairman of East London Juvenile Court. Miss Margery Fry, M.A., LL.D., J.P., will preside.

THURSDAY, 28TH APRIL, at 5.15 p.m. COMMONWEALTH SECTION. 'The Commonwealth as a Source of Essential Oils', by M. F. Carroll, M.Sc., F.R.I.C., Chief Research Chemist, Messrs. A. Boake, Roberts & Co., Ltd. Sir John Simonsen, D.Sc., LL.D., F.R.I.C., F.R.S., a Member of Council of the Society, will preside. (The paper will be illustrated with lantern slides. Tea will be served from 4.30 p.m.)

MONDAY, 2ND MAY, at 6 p.m. The first of three CANTOR LECTURES on 'Stone in Architecture', entitled 'Stone as a Building Material', by R. J. Schaffer, M.A., B.Sc., of the Building Research Station, D.S.I.R.

WEDNESDAY, 4TH MAY, at 2.30 p.m. TRUEMAN WOOD LECTURE. 'New Ways of Flying', by Major Oliver Stewart, M.C., A.F.C., Editor of *Aeronautics*. E. Munro Runtz, F.R.I.C.S., Chairman of Council of the Society, will preside. (The lecture will be illustrated with a film and lantern slides.)

THURSDAY, 5TH MAY, at 5.15 p.m. COMMONWEALTH SECTION. 'Recent Trends in Colonial Economic Development', by Sir Hilton Poynton, K.C.M.G., Joint Deputy Under-Secretary of State, Colonial Office. Sir Alan Burns, G.C.M.G., United Kingdom Representative on the Trusteeship Council of the United Nations, will preside. (Tea will be served from 4.30 p.m.)

MONDAY, 9TH MAY, at 6 p.m. The second of three CANTOR LECTURES on 'Stone in Architecture', entitled 'The Weathering, Preservation and Restoration of Stone Buildings', by R. J. Schaffer, M.A., B.Sc.

WEDNESDAY, 11TH MAY, at 2.30 p.m. 'The Planning of Roads', by E. W. H. Vallis, M.I.Mun.E., F.R.I.C.S., Kent County Surveyor. E. Munro Runtz, F.R.I.C.S., Chairman of Council of the Society, will preside. (The paper will be illustrated with lantern slides.)

## MEMORIAL SERVICE TO MR. J. A. MILNE

A Memorial Service to Mr. J. A. Milne was held in the church of St. Martin-in-the-Fields on Tuesday, 29th March.

The Service was conducted by the Rev. G. Holland, and the address was given by Sir Ernest Goodale, C.B.E., M.C. The lesson was read by Brigadier J. E. F. Linton, D.S.O., the stepson-in-law of Mr. Milne. A large number of relations, personal friends, and members of the various organizations with which Mr. Milne was connected, were present.

## THE SECRETARY'S VISIT TO NORTH AMERICA

'To dine at 20,000 feet in the air, to live through a day 20 hours long by one's own watch, to be served (at due intervals) with breakfast followed by 'brunch' followed by breakfast and, above all, to hear one's hometown and birthplace referred to merely as 'London, *England*',—these are experiences calculated to impress any properly insular Englishman with the realization that he is travelling by very modern means to a really New World. Yet the deepest and most lasting impression which he will take home with him from his stay there will surely be of the overwhelming kindness and hospitality which is showered upon a visitor from the Old World by the warm-hearted citizens of the New. Such at any rate was the experience of the Secretary on his recent visit to Fellows of the Society in the eastern parts of Canada and the United States, combined with the most heartening demonstrations of the warm regard and deep respect which is felt for the Royal Society of Arts wherever it and its work are known on the other side of the Atlantic.

Leaving straight for London Airport after the Council meeting on 14th February he flew to Toronto where he was to fulfil the primary object of his mission, attendance at the Canadian Bicentenary Banquet on 19th February (this function was fully reported in the last issue of the *Journal*). His first official duty, however, after arrival in Canada (and an extremely pleasant one) was to visit London, *Ontario*, in order to call on Colonel Walter James Brown, the Society's Honorary Corresponding Member, and to address a teatime gathering of Fellows and show them the Bicentenary film. During the afternoon he was taken round the University of Western Ontario by the Rev. Dr. W. R. Coleman, Principal of Huron College and a Fellow of the Society.

On the evening of 20th February the Secretary left Toronto for a part of his tour to which he had looked forward particularly keenly, a brief visit to French Canada. In Quebec City his welfare was cared for by the Hon. Onésime Gagnon, the Provincial Minister of Finance, and the Deputy Minister, Mr. Bieler. Mr. Gagnon arranged a dinner party in his honour at the Garrison Club, where he had the privilege of meeting and briefly addressing a considerable group of distinguished people representing particularly the financial and educational

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interests of the city. He was also received by Monseigneur Parent, the Rector of Laval University, who arranged for him to be shown the fine buildings of the new campus now in process of erection on the western outskirts of Quebec. Returning thence to Montreal he was able, through the kindness of Mr. C. C.



*Colonel W. J. Brown, Honorary Corresponding Member for Canada*

Pettet, Director of the Canadian Paint, Varnish and Lacquer Association, to meet at lunch some of the members of Council of the Royal Empire Society, and in Ottawa Dr. A. W. Trueman, the Dominion Government Film Commissioner (who had presided on the previous Saturday at the Bicentenary

banquet) arranged a lunch party of Fellows of the Society which provided a valuable opportunity to discuss informally the future of the Society's work in Canada.

The Secretary arrived in New York, for the first of two short visits, on the last day of February and moved on to Philadelphia on the following Wednesday. Here he was under the care of Mr. C. L. Jordan, Chairman of the Committee which is organizing the world-wide celebration of the 250th anniversary of Benjamin Franklin's birth, who had arranged a full programme for him for the following day. At a special luncheon at the Poor Richard Club (the oldest



*Franklin Memorial Hall, Franklin Institute, Philadelphia*

advertising club in America and closely connected with the Franklin tradition), he was invited to address a considerable gathering, not only of members of the club, but also of representatives of a large number of organizations which will be participating in the forthcoming Franklin celebrations. Fellows of the Society within reach of Philadelphia had also been invited and a number were present. The subject of the Secretary's talk was 'Benjamin Franklin and the Society of Arts', and particular interest was given to the text, which he read, of Franklin's first letter to the Society and the Society's reply, both of which contain striking passages on Anglo-American relationships.

After lunch he visited the American Philosophical Society and he then

proceeded to the Franklin Institute where, after a brief visit to the Institute's fascinating galleries, he was presented to members of the Board of Managers of the Institute and escorted by them to tea in the magnificent Franklin Memorial Hall, where the British Consul-General, civic representatives of Philadelphia, and officers and members of the English-Speaking Union were present, and where, at Mr. Jordan's suggestion, he re-read, at the foot of the great statue of Franklin, the two letters referred to above.

The following week-end, spent in Massachusetts, provided a quite overwhelming experience of New England hospitality. This included a large dinner party given by Mr. Charles Sumner Bird at the Tavern Club in Boston, where the Secretary had an opportunity of telling something of the Society's history and work to a gathering representative of Boston professional and cultural life.

Two public functions still awaited him on his return to New York. On Tuesday, 8th March, the Committee on Cultural Relations of City College and the three members of the College Faculty who are Fellows of the Society gave a reception in his honour at the College, the arrangement of which was principally due to Professor Simon Lissim; and on the following evening the Society of Industrial Designers (at the instigation of Mr. Walter Dorwin Teague, Hon. R.D.I., and with the co-operation of British Information Services) arranged in his honour a programme of British and Canadian documentary films at Radio City, in the course of which he was invited to give a short talk, with lantern slides, on the Society's history and work.

By a piece of good fortune R.M.S. *Scythia*, on which the Secretary sailed for England, called at Halifax, Nova Scotia, and here, at the suggestion of Colonel Brown, and through the kind organization of Professor Saunders, all the members of the Society in the Province gathered to welcome him at the boat and spent the day with him. This unexpected pleasure formed a delightful epilogue to what had, for the Secretary, been a quite unforgettable series of events.

The whole of this tour had been arranged at very short notice and therefore the organization of the many functions recorded above, for all of which the Secretary is indebted to Fellows resident in the places concerned, is all the more commendable. This circumstance also explains why most of the events were of a domestic character, for it was seldom feasible to attempt to organize public meetings in the time available. Moreover, in this the first official visit of a Secretary of the Society to North America, except for that of Sir Henry Trueman Wood, which was for the specific purpose of organizing the British Section of the World's Columbian Exposition in 1893, it was doubtless appropriate that the main object should be to meet actual members of the Society. The Secretary counts himself highly favoured to have been accorded this privilege and hopes that his successors will be more fortunate in this regard than his predecessors! He would also like to take this opportunity of recording his deep gratitude to all who have been so kind to him throughout his journey, not only those whose names have been mentioned above, but to the many others whose kindnesses will never be forgotten by him although they could not be mentioned here.

# THE CHALON PORTRAIT

*A paper by*

**ROBSON LOWE**

*delivered to the Society on Wednesday,  
26th January, 1955, with Sir Edward Crowe,  
K.C.M.G., a Vice-President of the Society,  
in the Chair*

THE CHAIRMAN: I have great pleasure in informing you that you are going to listen to an extremely interesting lecture. Now in this Royal Society of Arts, old institution as it is, we have adopted rules somewhat similar to those of the B.B.C.; that is to say that I have to be careful not to advertise anybody, but I may tell you that although there are people who dislike stamps and think that they are a waste of time, our lecturer is not one of those persons. He is one of the most noted philatelists. He is a famous lecturer on this subject, and he has written many books on it. I have great pleasure in introducing Mr. Robson Lowe, who is already well known to many of you.

*The following paper, which was illustrated with water-colours, engravings and postage stamps, was then read:*

## THE PAPER

### THE ARTIST

Alfred Edward Chalon was born at Geneva in 1780 and came to London with other members of the family in his early youth, becoming a student of the Royal Academy in 1796 and a Royal Academician in 1816.

His friend, the late C. R. Leslie, wrote: 'He then, and for many years afterwards, was the most fashionable portrait painter in water-colours. His full-length portraits in this manner, usually about fifteen inches high, were full of character, painted with a dashing grace and never commonplace; the draperies and accessories drawn with great spirit and elegance'.

Chalon was the first artist to paint Queen Victoria after her accession to the Throne, and to receive the appointment of painter in water-colours to the Queen. A century ago, in 1855, he exhibited in this building a collection of his own work and that of his late brother, John Chalon. Unfortunately, the artist had outlived his fame, for the exhibition did not receive the attention it deserved. Water-colours were Chalon's favourite medium, but he also painted many fine oils, some three hundred of which he exhibited at the Royal Academy and elsewhere during his life. He died in 1860.

### THE PORTRAIT

In 1837, on the occasion of Queen Victoria's first visit to the House of Lords after her accession to the Throne, Her Majesty stood at the foot of the grand

staircase while the artist painted a sketch of the young Queen in her robes of State. From this sketch Chalon made three copies of the portrait which was to become the most famous royal portrait in the world. The first of these was given by the Queen to her mother, the Duchess of Kent, who later presented it to her son-in-law, the Prince Consort.

At the time of the International Exhibition in 1851 the Prince Consort commissioned John Buckley to paint another copy, as it was decided to exhibit the original, and the Prince was anxious that a copy should be in his possession in case any accident should happen to the original. At the time of the Queen's Diamond Jubilee Exhibition at the Royal Academy in 1897, both the original and the Buckley copy were on view. Since that time all record of the whereabouts of the former has been lost, although the Buckley copy was later purchased by the late Sir John Hanbury Williams, upon whose death it passed into the possession of the late King, and now hangs at Windsor Castle.

The two other copies painted by Chalon were given by Queen Victoria to the King of Prussia and to the King of Portugal. It is believed that the first of these copies was destroyed by the R.A.F. during the last war, but the King of Portugal's copy came to this country when his successor, King Manuel, abdicated in 1910. In 1947 this copy was sold and I was fortunate enough to acquire it, and so I am privileged to show it to you to-day. Many other copies of the Chalon portrait are in existence, many being painted by various members of the Royal Academy to be hung in the British Embassies and Consulates all over the world.

No one in this generation can appreciate the impact of this portrait on the world at that time. Chalon had an attractive young woman for his subject and he portrayed her as the great Queen she became, maybe adding to her natural beauty but combining the freshness of youth with the proper dignity of her state.

## AFTER CHALON

In 1838 Samuel Cousins made a fine steel engraving, and it was through the wide distribution of this beautiful work that the people of the world got to know the young Queen. It should be noted that the engraver, Cousins, has caught the expression of the eyes which is such an attractive feature of the original work and has been overlooked by subsequent copyists.

It is worthy of note that Cousins, a notable mezzotint engraver, was awarded the silver palette of the Society of Arts in 1813, and its Silver Isis Medal in 1814, in each case for a drawing. At the time of the first award he was only 11 years old. He became a Royal Academician in 1855.

The American engravers, Rawdon, Wright and Hatch (later Rawdon, Wright, Hatch & Edson, subsequently the American Bank Note Co.) produced a small engraving after the Chalon portrait with the following inscription: NEW YORK FETE/IN HONOUR OF THE MARRIAGE OF/HER MAJESTY/QUEEN VICTORIA/TO HIS ROYAL HIGHNESS/PRINCE ALBERT/OF/SAXE COBURG GOTHA/on Monday, February 10th,

1840. Given at Niblo's Saloon Thursday, March 26th, 1840. My friend, Dr. Julian Blanchard, of New York, who owns a print of this engraving, has written:

"It may be remarked that the finely engraved head in this portrait is just about stamp size and could very well have been used for some of the stamps produced later by the successor firm for Canada and New Brunswick, thus obviating the need of having new dies engraved.

Another noteworthy feature of the engraving is the signature J. Smillie in the flower work below the oval. It has been the general impression that James Smillie undertook no portrait work and it is possible that the signature has reference only to the ornamental frame. In that case the absence of another signature would leave the portrait engraver without any credit; so there is a doubt.

The Chalon portrait appeared on several bank-notes in North America. In negative form it was used in 1849 on the twenty-five shilling note of the Farmers' Joint Stock Banking Co. of Toronto, Upper Canada, and again in 1861 on the one-dollar note of the Westmorland Bank of New Brunswick. These notes respectively bear the imprints of Rawdon, Wright, Hatch and Edson, and the American Bank Note Co.

A third note, with the portrait shown in its correct form, was for the three dollars denomination of the Zimmerman Bank, Clifton, Province of Canada, and bears the imprint of Toppan, Carpenter and Co., Montreal. Similar engraved portraits after Chalon were made by the National Bank Note Co. of New York (c. 1860) and by the British-American Bank Note Co., Montreal and Ottawa, (c. 1870).

There is a share certificate of The Great Republic Gold and Silver Mining Co., of Virginia—who had their offices in Norfolk, Virginia, and their mines in Nevada—on which President Lincoln's portrait appears on the right and the Chalon portrait on the left. The face value of the certificate is fifty pounds sterling, for the promoters planned to sell the shares in this country. I am told that these plans did not mature and this handsome certificate is no more than an attractive example of the engraver's art.

#### THE FIRST CHALON STAMPS

The first adhesive postage stamp to bear the portrait was the famous Canadian twelvepence in black which was issued on the 14th June, 1851, having been engraved and printed by Rawdon, Wright, Hatch and Edson of New York—later the American Bank Note Co. On the 2nd June, 1857, the same portrait was used for the Canadian sevenpence half-penny, introduced for packet postage, and on the 1st July, 1859, the same portrait appeared on the twelve-and-a-half cents value.

In my opinion the engraving on these stamps does insufficient justice to the original portrait.

#### WILLIAM HUMPHRYS' ENGRAVING

In May, 1853, the first copy of this head to be engraved in London for use

on a postage stamp was made by William Humphrys for the Nova Scotia one penny. He was also responsible for the engraving of the master-die for the New Zealand stamps produced by Perkins, Bacon and Co., which were issued on the 18th July, 1855. This was a definite improvement on the Nova Scotia design, for the head and shoulders are shown and the Garter sash is in evidence. The first values were the one penny carmine, two pence blue and one shilling yellow-green, and by November of the same year the plates had reached the Colony. Printings were made from them up to 1872 in various colours, on several kinds of paper and with a variety of methods of separation. Other values were added to the issues at various times and, although this is a masterly work of engraving, particularly from the point of view of balance, it has not the merit of some of the later stamps and there is a slight cast in the left eye which is more pronounced in some denominations than in others.

It is almost certain that the New York engravers followed the Cousins engraving, as this was the most popular reproduction available overseas. It is not known for certain what William Humphrys used for a model, but it is quite likely that he took the same subject. During the fifties, Humphrys also engraved another copy of the portrait very similar to that which appears on the stamps of New Zealand, but in this case the three-quarters length; a reimpresion of the whole die served as a commemorative non-postal adhesive label issued for the Stamp Centenary Exhibition held on 6th May, 1940.

Another transfer of Humphrys' engraving was used by Perkins, Bacon & Co., for producing the early bank notes of Western Australia.

#### THE CORBOULD MINIATURE

In 1854 Edward Henry Corbould, R.I., made a miniature water-colour drawing of this portrait—the original of which is in the Royal Collection—but the artist made the mistake of putting the Garter sash over the right (instead of the left) shoulder. However, William Humphrys, who used Corbould's drawing as his model for engraving the head of the die of the Van Diemen's Land penny carmine, twopence green and fourpence blue, which were issued in August, 1855, omitted the Garter sash and therefore the error was not perpetuated on the stamps. In my opinion this was the best of the Humphrys engravings, and the stamps are of great beauty and appeal. By 1856 the plates reached the Colony and were in use up to 1869 in a variety of colours, both imperforate and perforated.

In 1858 two new values appeared for the same Colony bearing the new name 'Tasmania'. Again, the Humphrys die after the Corbould head was used with differing octagonal oblong frames—the sixpence in lilac and the one shilling in vermillion. By 1860 the plate of the first value (an enchanting design) was in the Colony (the shilling plates were not used there until 1864) and during the next twenty years many printings were made from it in a wide range of shades from grey to purple, while the Colonial production of the higher values more or less preserved a vermillion shade; both values appearing with roulettes and various perforations.

## CHARLES HENRY JEENS' ENGRAVING

The superb stamps produced by Perkins, Bacon & Co. for Natal appeared in 1859, the head being taken from the Corbould drawing and probably engraved by Charles Henry Jeens. The first values issued were the one penny rose-red, threepence blue, followed in 1862 with the sixpence grey. From 1863 to 1879 printings from the same plate were made by De La Rue & Co., in different shades of the same colours, most of which were overprinted. The same plates were used to print the revenue stamps but these were in different colours.

On the 10th June, 1859, the first adhesive stamp of the Bahamas appeared—the one penny dull lake. Another master die of the Queen's head was engraved by Jeens and the surrounding design is rather overborne with lettering, a pineapple and a conch shell. The plate remained in use until 1882, but from 1862 the printing was in the hands of De La Rue & Co., whose productions appeared in shades of lake and red and vermillion. In December, 1861, fresh values were issued for the comely fourpence dull rose and the delicate sixpence grey-lilac. The Jeens master die was used for the central portrait, and the plates were engraved and printed by Perkins, Bacon & Co., although in the following year the plates were passed on to De La Rue & Co., who printed from them for another twenty years. Comparison between the one penny value and the two higher values shows great improvement in the artistic merit of the latter over the former.

## THE QUEEN'S LAND

The first definitive adhesive postage stamps of Queensland appeared on the 1st November, 1860. The portrait was again engraved by Humphrys after the Corbould miniature. At first the stamps were imperforate, but during the same month they appeared perforated—penny carmine-rose, twopence blue, sixpence green. Later, two new values were issued on the 15th April, 1861, and the 15th November, 1860, respectively, threepence brown and shilling violet. In January, 1861, a stamp without value expressed was issued for the Registration fee and these productions are consummate examples of the work of the painter, the engraver and the printer. By 1862 the plates had reached Brisbane, and subsequent printings were made in the Colony up to the end of 1879. As new values were wanted in 1866 for the fourpence and five shillings and again in 1881 for the two shillings, two shillings and sixpence, ten shillings and twenty shillings, lithographic transfers were made from the threepence and one shilling dies.

In 1882 the lithographed high values, which had been used contemporaneously with the hideous portrait of the low values introduced in 1879, were superseded (it is said by Royal request) when a new engraving by the pantographic method, produced by Bradbury, Wilkinson and Co., appeared for the two shillings to one pound values. The original charm of the Chalon portrait which showed the Queen at the age of seventeen was abandoned. The hair was strengthened,

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#### THE CHALON PORTRAIT

the eyebrows arched as if pencilled, apparently a touch of colour was added to the lips, in fact, if one said that it was a portrait of that famous *danseuse*, Jessie Matthews, it would be more credible than that it was a copy of a famous portrait of a Queen of England.

During the reign of King Edward VII, new printings were made in London of the two shillings and sixpence and one pound value from the original plates, but in the following year lithographed transfers produced new plates of the five shillings and one pound in the colony; later the two shillings and sixpence and ten shilling values were reproduced by the same process. These printings of the two shillings and sixpence continued to be made well into the reign of King George V, and it is only in Australia that stamps of one design continued in use right throughout the reign of the succeeding Monarch without a new portrait being used.

Queensland also used the Chalon portrait on her postal fiscals and other fiscal stamps, including those which paid the duty on beer barrels. These large adhesives were stuck over the bung and, of course, were destroyed when the spigot was inserted. No copies used on original covers are known.

Among the most interesting sets of revenue stamps are those issued for Customs purposes about 1890. The values run from threepence to five hundred pounds and in all there are 63 denominations with a total face value of nearly fourteen hundred pounds.

#### GRENADA

Grenada entered the philatelic field in June, 1861, with the one penny green and sixpence rose. The die used for the head was undoubtedly copied from the Corbould miniature and, although confirmatory evidence is not available, it is almost certainly the work of Jeens. The stamps were printed by Perkins, Bacon & Co., who continued to produce these values in shades of green and vermillion respectively for over twenty years.

Some time after Grenada had first issued adhesive postage labels in 1861, Perkins, Bacon & Co. had supplied some charming labels for fiscal purposes, also incorporating the fine Jeens engraving. These fiscals had been printed in orange, overprinted with a crown and the value in green. In July, 1875, printings were issued from the same plate in deep mauve and were overprinted POSTAGE and ONE SHILLING. Three further values were issued in April, 1881—half-penny mauve, twopence half-penny rose-lake (a Royal colour) and fourpence blue. While one cannot pretend that a surcharge improves the appearance of one of these magnificent engravings, the moderate size of the letters used in this instance hardly detracts from the beauty and even adds character to what would otherwise have been a very plain, though artistic background.

#### BRITISH NORTH AMERICA

The American Bank Note Company used the portrait again in 1860, when preparing the cents issue of New Brunswick—the two cents orange, five cents yellow-green (which replaced the unfortunate Charles Connell portrait) and the

ten cents red are all modelled on an engraving probably after the Cousins production.

The British-American Bank Note Company of Montreal and Ottawa produced the fourpence half-penny brown for Prince Edward Island which was issued on 1st July, 1870. In this case, the portrait, though after Chalon, is a long way after. At the same time the printers produced a sixpenny value, but this was not issued.

The last time the Chalon portrait appeared in the nineteenth century on a postage stamp was on the Diamond Jubilee issue which appeared in Canada on the 19th June, 1897, being engraved by the American Bank Note Company, Ottawa. In this case the portrait is in reverse and is balanced on the right of the stamp with the head of the Queen Empress after the painting by H. von Angeli.

#### THE TWENTIETH CENTURY

Only once in the present century has a new design bearing the Chalon portrait appeared on postage stamps. It is a particularly pleasing engraving used with the head of King George VI on the Turks and Caicos Islands two shillings, five shillings and ten shillings stamps, which were issued on the 14th December, 1948, to celebrate the one-hundredth anniversary of the separation of the islands from the Bahamas. The printers in this case were Waterlow and Sons.

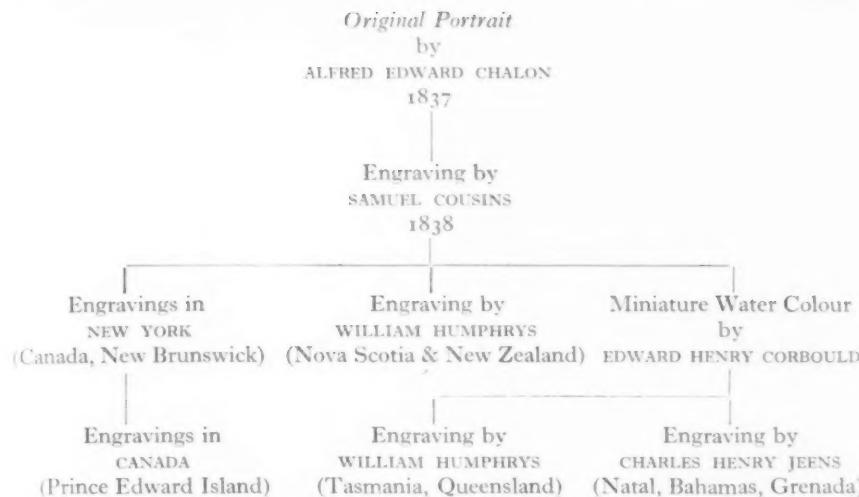
In all, the design of the Queen's head after Chalon appeared on some three hundred different postage stamps issued in 11 British Dominions and Colonies. Of these, 87 were issued by Queensland, 56 by New Zealand, and 46 by Tasmania. No other informal portrait of a monarch has ever achieved such popularity.

It is not inappropriate that Chalon's Exhibition in the rooms of the Royal Society of Arts should be remembered during the centenary year by the sight of this portrait, probably the most famous royal portrait that has ever been painted, for it was through this medium that the peoples of the British Empire learned the likeness of their Monarch.

The stamps that were produced in this country for use in the Colonies are among the most popular in the classic field with the philatelist. Their lovely colours and method of production gave them an air which cannot be matched in modern times. However, it must be remembered that stamps were printed in thousands a hundred years ago, whereas they are printed and used in their millions to-day.

The absence to-day of Lord De La Warr is to be regretted, for it is during the period of his service as Her Majesty's Postmaster-General that the beauty of this country's postage stamps has again achieved a standard of excellence of which he, and those of his staff whose duty it is to control the production of postage stamps, may feel justly proud.

I am sure that the portrait of Her Majesty, Queen Elizabeth II, as it appears on our present stamps is as much loved by her people as that of her great-great-grandmother which I have been privileged to show you to-day.



The above chart shows how the portraits used on the various postage stamps followed one or other of the copies made of the original portrait by Chalon.

Humphrys, Corbould and Jeens worked for Perkins, Bacon & Co. of London. It is probable that Bradbury, Wilkinson & Co. used the second Humphrys engraving as the model for the large stamps of Queensland. Waterlow & Sons used a similar stamp as the model for their work in 1948.

## DISCUSSION

THE CHAIRMAN: I would like to read to you from a letter from the Postmaster-General. He says, 'I am particularly sorry not to be coming along because I wanted to take the opportunity of showing not only my personal interest, but the interest of the G.P.O. in the design of good stamps. It is always a matter of taste whether one has been successful or not, but we have certainly tried very hard here to produce a good set of new stamps worthy of this country'.

Mr. Robson Lowe has very kindly consented to answer any questions that you may care to put to him, and I am sure that there are many of you here who would like to ask him to develop aspects of the subject which have arisen in connection with this lecture.

MR. ARNOLD M. STRANGE: Mr. Lowe criticized the design of the first Bahamas stamp in comparing it with those of later issues. I would like to point out that Perkins, Bacon were not entirely responsible for this design, which incorporated certain details that were insisted on by Bayley, the Governor of the Island.

You will remember that Perkins, Bacon, with typical independence, submitted three or four essays that were infinitely superior to the design of the issued stamp. I hope you will agree that Perkins, Bacon could have produced a better design had they not been obliged to work under instructions.

THE LECTURER: I not only agree with that, but I am sorry that I gave the impression that it was perhaps the Printers' and Engravers' fault. I hope no one will take it amiss when I say that if you know Perkins, Bacon taste, you will realize that nothing but governmental folly would have designed that stamp.

MR. NUGENT M. CLOUGHER: Does Mr. Lowe feel that this very wonderful Chalon portrait did much to popularize the study and the collecting of what were then British Colonial stamps? Possibly, had the design been of a much inferior style, there might not have been the same interest in the study of British stamps.

THE LECTURER: Collectors are curious creatures when it comes to collecting stamps; they collect them for all sorts of reasons. I have asked myself, when turning from a volume of Chalon portraits to a volume of the primitive issues of New South Wales, whatever made me collect these stamps.

If you look at the advertisements of the 1870s and '80s that appeared in the stamp press of the day, you will see that it is not in beauty that people were primarily interested. They were interested in the stamp because it was an actual souvenir of a far-off and romantic land. I do not think beauty came into it. It is only in the last 25 years that the fashion of collecting stamps for their design has grown, and that is an aspect which is very popular to-day. After all, the Chalon portrait that I have shown you to-day is no more than one of the thematic collections which are frowned on by the old school of collectors. I feel that if the Chalon head had been so popular with collectors in those days they would have been worth much more to-day.

THE CHAIRMAN: I feel that Mr. Robson Lowe has covered the ground so completely that there are few questions that you still want to ask.

May I ask you to join with me in a very hearty vote of thanks to Mr. Robson Lowe? He has given a stimulating and most wonderful paper. I expect that all of you will go back home and take out your collections and study these examples of the Chalon portrait. All of you, I am sure, are passionate collectors of stamps. We shall remember the Chalon portrait after having heard so much about it, and having seen these wonderful examples.

*The vote of thanks to the Lecturer was carried with acclamation, and the meeting then ended.*

#### EXHIBITION

A small exhibition was arranged in the Library in connection with the paper. The following exhibits were included:

1. The original sketch by A. E. Chalon (lent by Mr. Cyril Harmer).
2. The copy of the original portrait made by the artist.
3. The engraving by Samuel Cousins (lent by the Royal Philatelic Society).
4. A replica of the copy by John Buckley.
5. Several American bank-note vignettes (lent by Dr. Julian Blanchard).
6. The postage stamps bearing the portrait.

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13TH APRIL 1955

THE CHALON PORTRAIT

THE CHALON PORTRAIT



SAMUEL COUSIN'S ENGRAVING



EXAMPLES OF THE STAMPS ENGRAVED IN NORTH AMERICA

15TH APRIL 1955

THE CHALON PORTRAIT



*The Bank Note Die*

ENGRAVINGS BY WILLIAM HUMPHRYS FOR PERKINS, BACON & CO.

PLATE 3



*The die for the Tasmania 6d before the lettering had been engraved*



WILLIAM HUMPHREYS' ENGRAVINGS AFTER THE CORBOULD MINIATURE—THE QUEENSLAND £1 WAS A LATER PRODUCTION BY BRADBURY, WILKINSON & CO.

15TH APRIL 1955

THE CHALON PORTRAIT



ENGRAVINGS BY CHARLES HENRY JEENS FOR PERKINS, BACON & CO.

## WELFARE IN A LARGE FAMILY FIRM

*A paper by*

*THE HON. H. A. COZENS-HARDY, J.P., D.L.,*

*a Managing Director of Pilkington Brothers, Ltd., read  
to the Society on Wednesday, 16th February, 1955, with  
Sir Harold West, C.I.Mech.E., F.I.I.A., J.P., a Managing  
Director of Newton Chambers & Co., Ltd., in the Chair*

THE CHAIRMAN: It is my duty and pleasure to introduce your speaker to-day. My thoughts ran on the lines of 'people in glass houses', but I did not think I could make very much of that at the outset anyhow. All this wonderful welfare experiment we are to hear of is the product of a private firm, the largest private company I believe in the world, which at the same time has managed to produce its glass at a price which no one else can compete with. We are dealing with primary materials, which are, as far as I can remember from my school days, silica sand, say fifty parts, soda ash perhaps sixteen parts, and limestone seven parts; what simple raw materials! I believe that recorded history is too young to tell the story of the early days of glass manufacture. In Egypt in 1500 B.C. they were busy making glass, and I believe in the Book of Job it is said that wisdom came after gold and glass.

As we listen to this lecture we can formulate the particular questions we should like to ask concerning the objectives and achievements of this rather wonderful and generous-hearted private firm.

I have great pleasure in introducing Mr. Cozens-Hardy, who was once described to me as a single man married to welfare and good causes. He is 'a man fra Lancashire' and, although he is wearing the red rose and I am wearing the white, there is no conflict on this platform. We are delighted to have with us one who has been a member of the family which has been responsible in such large measure for the development of this wonderful work in a firm employing nearly 20,000 people, with branches all over the Commonwealth, which still has its headquarters in Lancashire. I now have pleasure in calling upon Mr. Cozens-Hardy to deliver his lecture.

*The following paper, which was illustrated with lantern slides, was then read:*

### THE PAPER

This paper will deal mainly with welfare in the family firm of Pilkington Brothers, but first the stage must be set and a background given to welfare in general, as well as an outline of the firm itself.

While the effect of the industrial revolution was most widely felt in the second half of the nineteenth century, it would be idle to suggest that it was complete. The introduction of mechanization on a large scale was only one of the phases of the revolution and new phases constantly occur as the emphasis shifts from one aspect of production to another. New plant, new equipment and new machinery contribute to greater output, higher quality and speedier delivery,

and the greater number and variety of raw materials contribute to the development of hitherto undreamed of potentialities in manufactured articles. But none of these can be of any value without the ingenuity, the skill and the desire to work of those engaged in the manufacturing processes.

It is rapidly becoming appreciated that although machines, equipment, power and materials may be regarded as units of production, the conception of units of manpower cannot be accepted, for the efficiency of those at work depends on their temperament, their surroundings, the action of their fellow workers and the attitude adopted towards them by those in authority. So greater attention is rightly being paid to the contribution of men and women to production, to the siting, design and layout of factories, to the lighting, heating and ventilation within them, to the conditions of work, to the responsibilities of the employee to the management and *vice-versa*, and to the needs of the employee himself.

It is indeed becoming increasingly recognized that, given efficient plant and machinery, high productivity in the factory can only be fully achieved when the needs of the employee are justly met and his interests taken fully into consideration. The names of Cadbury and Rowntree—to mention but two—have long been associated with the development of schemes within the factory, directly concerned with the welfare of the employee. Family enterprises have, in fact, done much in this field of development and among them the firm of Pilkington Brothers has played no small part.

William Pilkington, the 26-year-old son of a St. Helens doctor, was the first of the family to be associated with glass-making. From the time he bought a small glass works in St. Helens in 1826, the Firm has continued as a family partnership under private enterprise. To-day the Pilkington Group employs over 20,000 people, more than half of whom live in the St. Helens area, where there are five separate works. There are also works elsewhere in Great Britain and in the Commonwealth, and a world-wide network of depots and agencies for the distribution of the group's products. These are mainly sheet, plate and rolled glass for architectural and industrial uses, and for the motor industry; there are also fibreglass products and plastic mouldings, and items such as high voltage insulators and cathode ray tubes.

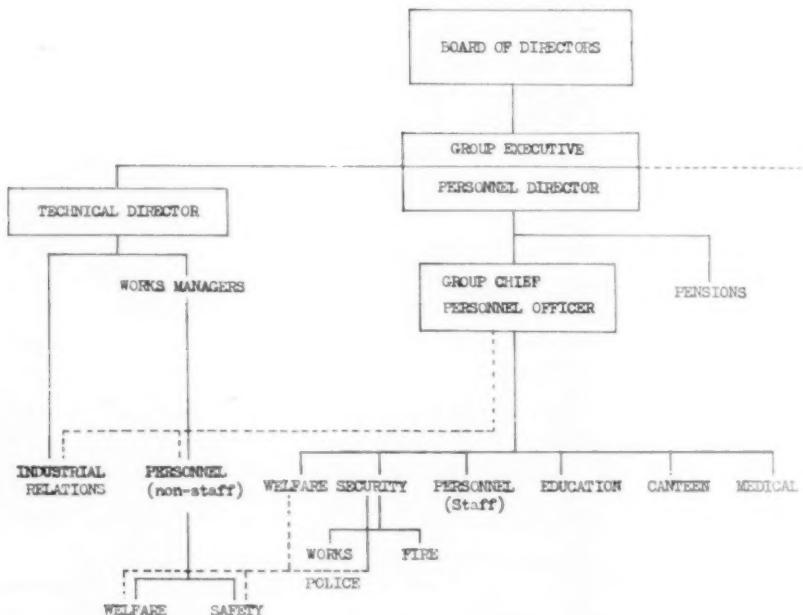
The object of the Firm is to make and sell good glass at fair prices. Because glass is a vital everyday commodity, this involves a real responsibility to the community which is shared by everyone who works for the Firm and leaves no place for waste of time, effort, or material. For over a century and a quarter a tradition has been growing up, not of its own accord but through the good honest hard work of the employees. It is a tradition of good glass-making, of good service to customers, of high business standards, and of fair dealing with the employees.

The Group is managed under a General Board by a Group Executive which consists of ten whole-time working Managing Directors, each with specific responsibilities and of whom seven are members of the family. The importance attached to welfare may be gauged from the fact that a welfare department was first started in 1920 and since 1935 one of the Managing Directors has been

responsible for the administration of all matters concerning the well-being of the employees.

Directly responsible to the Personnel Director is a Group Chief Personnel Officer who co-ordinates the activities of those in charge of the specialist activities included in Personnel and Welfare. Among them are canteens, education, health services, industrial relations, pensions, recruitment, recreation, security and working conditions. To ensure that the policies within each of these activities are linked together to a common end, and are effective throughout the Group, personnel staffs are attached to each works. They are responsible to their Works Manager, but the Chief Personnel Officer acts as an adviser through those in charge of each specialist activity.

## ORGANISATION CHART OF CENTRAL PERSONNEL DEPARTMENT



The personnel staff also deal with employees' personal problems, whether concerned with their work or, if requested, their private lives, and any employee who fails to get satisfaction through the normal channels has the absolute right of direct access to any director whenever he asks for it. They also do sick visiting, obtain lodgings for those who need help, and undertake many other personal services.

## SOME ASPECTS OF THE FIRM'S WELFARE ACTIVITIES

Some aspects of the Firm's welfare activities will now be described, starting with the engagement of a new employee, and in most cases references to the Firm also include the Group.

*Early days at work*

The potential employee's first contact with the Firm, whether he be young or mature, unskilled or skilled, clerical or technical, will be with one of the personnel staff, whose duty is to sift applications and submit to the departmental manager two or three suitable candidates for any vacancy, leaving him to make the final choice. This contact is made through various media, such as the youth employment service, the labour exchange, the press, the university and professional appointments boards, present employees and in other ways.

It is important that the potential employee should feel that he is welcome, that he is not just another unit of manpower, and that his abilities and potentialities will find their outlet within the Firm. The personnel staff therefore need a tactful approach, must be fully aware of the type of person needed to fill a vacancy, and know how to determine the suitability of the applicant for the position. The first impression an employee has of the Firm is the one he gains from those who interview him, and the treatment he receives from them must be in keeping with the high standards the Firm endeavours to maintain.

Selection is less of a haphazard procedure than in the past. The Firm's education department increasingly uses psychological methods for measuring human abilities and makes available to the personnel staff the fullest information which will help them in placing applicants. This not only aims at ensuring that manpower is effectively used, but prevents frustration in the employee who would otherwise move through a succession of jobs to find that in which he was most content.

When the potential employee has been placed, his starting salary or wage is fixed according to his age, his qualifications and the job. The Firm was one of the very first to have a Whitley Council, the St. Helens Plate and Sheet Glass Industrial Council having been formed in August, 1918. Other joint councils have since been formed covering other employees, and the Firm takes pride in the fact that its relations with the trade unions have always been excellent.

Induction to the new job, whether personally by the supervisor and a short talk on the privileges offered by the Firm, or by more formal types of education programme, assists in helping the employee to settle down in his new surroundings. The welfare schemes are fully explained to him and he is given a handbook which describes them in some detail. The introduction to the handbook contains the following words:

The bargain is struck when you join the Industry. Whether you do so as an adult with the responsibility of earning a living, or as a boy or girl wanting to learn how to work for a living, your ultimate object is your livelihood. In return for your work, the Industry's object is to provide that livelihood. Work that is poor in quantity or quality gives no satisfaction to the worker and will, if widespread, ruin the Industry; to give less than your best is to fail in your part of the bargain, which is that you do your best for the Industry and it will do its best for you.

*Education*

The handbook also describes those educational schemes around which the new employee's early years will be largely centred. For those under 21, day

continuation classes are available in a wide range of topics. All employees who are taking suitable courses of study are allowed one day a week to attend the local technical college without loss of earnings. Financial awards are available for those who make good progress in their studies and obtain passes in professional and other examinations. Apprenticeships are available in a wide variety of trades, and the Firm gives those who are indentured the tools they need as their own personal property. Courses are held for those about to embark on national service to give them some idea of what it entails and to reassure them on their position within the Firm on their return. All courses are held during working hours and they lay the foundations for the employees' theoretical and background education, to fit them better for the work they will be undertaking later.

Over the age of 21 the activities fall into two main classes. A general information programme about the Firm is provided which is rapidly becoming available to all employees. This consists of a series of talks interspersed with films and visits, and is concerned with the general background of the Firm, its organization, its products, their distribution and the markets to which they go. There are also talks on the economic situation, the economics of the industry and productivity.

In the more specialized type of course, programmes are directed at various aspects of employee training. Supervisory training for foremen and managers is specially covered, and the courses, which are full-time and last for periods of one to three weeks, are given in the education department. The close contact of managerial grades during these courses is conducive to a greater understanding of mutual problems and a raising of the standard of management within the Firm.

The Education Officer is available in an advisory capacity for any employee on his or her behalf, or indeed that of his children. He works closely in liaison with the local director of education, and has contacts with the Ministry of Education, the universities, management bodies and professional associations, so that a fully informed and up-to-date educational service is available.

The local provision of grammar and technical schools is not always adequate to the needs of the population, and some employees desire to give their children a wider education by sending them to public schools or universities, or both. Sometimes those parents are unable to obtain any financial assistance from the local education authority and the cost of such education often entails substantial hardship to themselves. To alleviate this hardship the Firm introduced a family education scheme in 1948. Grants are paid to employees whose children are receiving education at a cost to the parents which exceeds £25 a year. For the first child the grant is 20 per cent of the excess cost above £25, for the second child it is 25 per cent of all fees and for the third and subsequent children it is 30 per cent of all fees. Children are eligible between the ages of five and 21 if they are attending recognized schools or universities where fees are payable.

### *Safety*

The Firm devotes considerable attention to health and safety, and has a history of continual improvements and safeguards of which it is proud. In most matters

it has anticipated the Factories Acts, which inevitably must lag behind the well-tried practices of the best employers.

Each works has a Safety Committee and a Safety Officer who is, in the main, an accident prevention officer. The Safety Officers, who are trained through the Royal Society for the Prevention of Accidents and other courses, are responsible to the Personnel Officer and, through him, to the Works Manager. Generally speaking, the Safety Officer acts in an advisory capacity, but he has the power to stop or command to be stopped any process or plant which, in his opinion, constitutes a danger to life or limb. His is the extra roving eye which surveys everything in the works to make sure it conforms to safe practice and, in the event of an accident, he is responsible for an 'on the spot' investigation. The educative value of his work must not be overlooked for, in addition to his main responsibility, he gives talks or holds discussions on matters of safety within the works with groups of all ages. The emphasis throughout his work is on accident prevention.

The production of glass makes necessary the wearing of a considerable amount of specially designed protective clothing; much of it is made by the Firm and supplied free to the employees. For certain jobs it is compulsory for an approved form of eye protection to be worn; this is also supplied free, and the employees may buy safety footwear through the Firm at less than cost.

#### *Health*

Health in the works is the responsibility of the whole-time Medical Officer. He keeps an eye on every phase of heating, lighting, and general working conditions which he periodically reviews to ensure that they are fully up to standard. At the time of serious epidemics he advises on what precautionary measures should be taken to mitigate their spread, and he is responsible for seeing that an adequate number is fully trained in first aid.

All employees undergo medical examination before employment, annually if they are young persons employed in the works and under 18, and on return to work if they have been absent due to sickness or accident for more than one month. Since 1941 this examination has included a chest X-ray by the Firm's own mass radiography unit, and if necessary a full-size plate is taken on the unit first installed in 1931. In a normal cross-section of those examined only about eighty per cent are found to be fully fit, the remainder having some degree of disability and each bringing an individual problem. To meet this, a classification of fitness has been built up and a complementary system of job classification devised, so that jobs and persons may be matched.

The hazards associated with a heavy industry like glass-making are such that the doctor, who is a surgeon, must have adequate facilities to deal with all but the most serious accidents. Casualties are treated, fractures are set and suturing carried out in the Firm's own operating theatre. A 24-hour service is maintained at the surgery and the Firm's own ambulance service is always in readiness to deal with any casualties. Only in the case of accidents which require prolonged treatment in bed is the casualty sent to hospital. In other cases the

injury is treated immediately, the patient being sent home by ambulance and carried to and fro each day for treatment as long as is necessary.

In St. Helens there is a rehabilitation centre and a transitional workshop, which both contribute to the rapid physical and psychological recovery of the casualty. The Firm is proud of them and the success achieved, and has, indeed, been ahead of average industrial medical practice for many years. But for the war, the rehabilitation centre would have started in 1939. It opened in 1943 and contains a gymnasium and a physiotherapy room; it is staffed by physiotherapists trained in modern methods and working under the supervision of the part-time works surgeon in close co-operation with the works doctor. Massage and suitably planned exercises and games enable injured employees to regain the use of damaged limbs and muscles, and every effort is directed towards making all patients fit again for their pre-accident occupation or, where residual disability prevents this, to enable them to undertake suitable light work.

The transitional workshop, started in 1947, was a natural adjunct to the rehabilitation centre. It is not a refuge for the permanently disabled, neither is it concerned with vocational training. It is a further step forward on the way to recovery for those patients the nature of whose injuries is likely to produce prolonged absence from work. The workshop is a small department in one of the works and makes mostly metal products for use within the Firm. The machines employed are adapted to the needs of individual patients not only to facilitate their use but also to exercise the full range of movement of injured limbs so that their operation may be of the utmost benefit to the patient.

All these medical facilities have the fullest co-operation of the local doctors, who themselves make use of the rehabilitation centre for employees under their care. Employees with troubles not caused by their occupation are not treated by the works doctor except in very rare cases and then only by arrangement with the patient's own doctor.

There are fully equipped dental surgeries at most of the works, one since 1920, and there is an ophthalmic centre in St. Helens. Nowadays the bulk of the charges for these services are covered by the National Insurance Act, but before this was passed the Firm made generous grants towards the cost of treatment which even to-day may be paid in instalments, if desired. A full-time chiropodist is also available from whom treatment can be obtained at nominal charges.

All treatment coming under any of these headings is carried out during working hours so as to minimize absence from work. For that reason the Firm provides inside the works the buildings in which treatment is available and the dentists and other specialists pay a rental for their use.

Nearly sixty years ago a contributory scheme was run under which employees received sickness benefit from the Firm and free medical treatment for themselves and their families from two local practitioners; this scheme was dropped when the National Insurance Act of 1911 was passed. To-day there is a non-contributory scheme which covers only the pay of those off work through sickness or accident. Members of the staff are entitled annually to at least eight weeks'

full salary less National Insurance and they often receive much more. Except in the case of the short-service staff employee this is followed by a further period at reduced salary. Non-staff employees whose absence exceeds four complete weeks receive 25s a week after the first four weeks, for a period of weeks equal to the employees' number of years' service; if the absence continues, a further 20s a week is paid for a similar number of weeks. A return-to-work benefit of 25s or 20s is paid when the employee resumes work.

Arrangements are made for convalescent treatment of employees when recommended by a doctor, and if they are unable to obtain it free through the National Health Service, the Firm pays the fees of the convalescent home, the return fare, and £1 pocket money a week. Employees receiving this treatment through the National Health Service receive the same pocket money.

Three other matters affecting the health of the employees deserve mention here—music, colour and lighting.

During the war investigations were carried out into the effect of repetitive work on industrial output. It was found that broadcasting music in the factory, particularly music with a lively and rhythmic tempo, provided a stimulus which was appreciated. Production figures, which had tended to fall towards the end of the working day or shift, were now maintained at a higher level. Women were found to be more in favour of music than men, probably because many of the jobs on which they are engaged are more repetitive and need less mental activity. Nowadays it is in those departments in which women are employed that there is the greatest demand for 'Music While You Work'. The Firm broadcasts music for about five hours between 8 a.m. and midnight, the programmes by no means being confined solely to 'Music While You Work' as broadcast by the B.B.C.; appropriate popular rhythmic music is also relayed as is the 8 a.m. news.

The views of the personnel staff are sought by the technical experts on the question of colour for internal decorations, it being generally agreed that the restful effect of suitable colours, both for decorations, furniture and fittings, contributes in no small degree to reducing eye-strain, as does suitable lighting. In an industry which makes a clear transparent product, lighting is of great importance, and fluorescent lighting of the warm light type is used in a number of departments because it gives lighting free from shadows and with greater uniformity.

#### Canteens

Canteens are provided in all works. In addition to the normal service, arrangements have to be made for sending special meals into the works for shift workers. All the major glass-making processes are continuous day and night throughout the year, and their nature is such that shift workers, during their eight hours of duty, cannot leave their jobs for more than a few minutes at a time. They therefore take their meals, and have their rest periods, in specially provided accommodation immediately adjacent to their work. The canteens are well subsidized and, excluding any rent or depreciation, they cost the Firm last year another 5d on top of every shilling taken over the counter.

*Recreational facilities*

The Pilkington Recreation Club started as a cricket club in 1847, and it is believed it was the first industrial club to celebrate its centenary. To-day its scope covers a very wide range of sporting and social activities. There are about thirty separate sections, including musical and dramatic (which puts on shows in the firm's own theatre), fencing, lectures, bridge, horticultural (which in addition to holding a first-class show each summer also supervises some 465 allotments cultivated by employees), and a well patronized library at each works from which all the latest books may be borrowed without charge.

In the main the club is run by the employees themselves, who contribute 2d or 1d a week according to their sex and age. The maintenance of the grounds, which in St. Helens cover 28 acres, and overall co-ordination are however the responsibility of committees, consisting partly of elected employees and partly of nominees of the Firm, including two directors who are Chairman and Vice-Chairman. The Firm goes to considerable lengths to encourage the club's activities and makes substantial annual grants towards the running costs which greatly exceed the amount subscribed by the employees.

*Provision for the future*

The Firm was one of the first to introduce pension schemes, as it was to pay family allowances from 1938 until the state scheme came into force.

There are separate pension funds for staff and workpeople; membership of each is compulsory and in both cases members may pay additional contributions. Both funds are administered by trustee companies representative of both sides—Firm and member. For both funds, the Firm established substantial non-contributory funds to take care of back service prior to the inception of the contributory funds, and on four occasions during the last 10 years the pensions payable from all these funds have been increased to meet the cost of living, the extra cost being borne wholly by the Firm; the last increase was about 10 per cent in July, 1954.

The Staff Fund was started in 1918 with a contribution of 2½ per cent of salary by both sides, which was calculated at that time to produce for long service a pension at 65 of about seventy per cent of retiring salary. Since then economic conditions have considerably changed and the contribution rate has been raised on three occasions. Today it is six per cent by both sides and someone with long service who has contributed at six per cent from age 18 should earn a pension at 65 of about two-thirds of his retiring salary. That is not, however, true of those whose contributions have been made at rates varying between 2½ per cent and six per cent, and in order to bridge the gap to some extent, the Firm established a non-contributory augmentation fund in 1939 whereby, subject to certain conditions mainly as to service, the earned pension in such cases is augmented in accordance with a formula.

The workmen's fund was started in 1925, since when the contribution has remained at 1s 2d a week by both sides. If contributions are paid throughout

from age 21 to age 65 an earned pension of 36s 10d is payable, and should the pensioner die before his wife she is entitled to a small annuity.

A more recent addition is the staff widows' fund, started on a voluntary basis to provide a pension for the widow of a staff employee who dies in service before retirement. Both sides contribute 1½ per cent of salary and the widow's pension is based on contributions to age 65; full cover is therefore available immediately and the amount does not vary unless the contribution increases. This widows' pension is additional to the option available to subscribers to the staff fund to abate part of their own pension to provide a pension for their widow if they die after retirement.

In addition to all these contributory and non-contributory funds which, in total, have about £4,500,000 invested, the Firm takes other steps to encourage its employees to make provision for the future. There is, for example, a life assurance scheme, started in 1929, under which an employee may take out life policies with recognized life offices and receive grants from the Firm towards the cost of the premiums. The grants range from 25 per cent of the gross premium at ages under 25, to 10 per cent over 35, with an extra five per cent during the first five years of marriage, and are additional to the commission received from the life offices which the Firm passes on to the employee. Facilities for house purchase through endowment policies are available under this scheme: this is apart from the investment the Firm has in about a thousand houses which are let to employees at far below economic rents.

There are also facilities for saving in other directions. The Firm has a flourishing national savings group, and since 1915 has had its own employees savings bank in which some £400,000 is deposited.

It should be stressed that the Firm's concern for the welfare of its employees does not end with retirement, and much is done to make retirement a real reward for service to the industry. There are special pensioners' rooms in which some of the 1,200 pensioners gather daily, and the gift of coal made each winter to many pensioners, and Christmas gifts to all pensioners, are typical of the efforts made in this direction.

#### CONCLUSION

In this paper many of the more obvious welfare provisions have been omitted, others have been inadequately covered, and certain matters have been included which do not fall strictly within the definition of welfare. Sufficient has however been said to show that the conception of units of manpower does not prevail within the Firm; that the legal requirements as regards welfare are more than covered; and that despite the different and less uniform tradition in Lancashire, where there was perhaps a less general belief in the approach of 'doing good', the Firm has succeeded in achieving its aim to provide the best possible conditions of work for its employees. The Firm's underlying policy towards its employees is, in fact, one of mutual understanding, co-operation and trust.

The cost of implementing that policy is considerable. It is the equivalent of about £75 a year per employee in the United Kingdom, of which about £42 represents the prosperity bonus paid to staff employees and the cost of holidays

with pay (which were first paid in about 1918 and are not compulsory in this industry). The bulk of this cost is borne by the Firm, and the remainder by the income from substantial funds generously provided by former family directors for the benefit of employees and their dependants. These funds have played no small part in the continual growth of the Firm's welfare schemes and in addition to contributing towards the cost of some of those described, they also for example enable senior managers to make benevolent grants to employees who have fallen on hard times because of sickness in the family or other cause.

High though the cost is, the Firm is convinced that the happy, friendly and family relations which have for so long prevailed are of great value to all who work for it, and that the wise and generous provision of money for the benefit of the employees is one of the best ways of securing and ensuring the continuance and development of those relations.

The Firm is, in fact, a family firm in more senses than one. It is a firm which for over a century and a quarter has been owned, directed and managed by the Pilkington family, and it is a firm in which the family feeling is also experienced by the employees themselves. A large proportion of the population of St. Helens is dependent on the prosperity of the Firm, and there are many families who have worked for it for two, three or even four generations. The fact that there are so many families engaged at all levels, gives an integrated structure which is of great value in preserving the family spirit throughout the Pilkington Group and may well give a settled pattern of affairs which makes for harmony. It has certainly resulted in a mutual regard which has encouraged the Pilkington family to devote so much attention to the welfare of the employees.

Welfare in industry is only one of the elements of happy and satisfying work, for plainly much depends on technical and commercial success and upon the consideration and good manners with which the daily work is done. But I hope that this paper will have shown that a private limited company which still maintains the traditions of a family partnership can go far towards maintaining those older and more personal links which modern industrial growth inevitably tends to sever. An unbroken family tradition, lasting four generations and surviving the general spread of the more anonymous public company, is a priceless asset of which the Firm proudly boasts. It is, indeed a cardinal feature of the policy of the Firm that everything possible must be done to foster and preserve for very many more decades those family traditions of service to the industry which throughout the last 129 years have played so vital a part at all levels in the success of the family enterprise of Pilkington Brothers.

#### DISCUSSION

THE CHAIRMAN: There was once a little boy who happened to own a bantam, and I remember being told that he found an ostrich egg, put it on the shelf above the bantam's nest and then said 'keep your eye on this and do your best'. This story has just come to my mind and I think those of us who are in industry have felt we can well keep our eye on this firm and do our best. It is a story of great foresight of generous-hearted administration. For those who would like to ask questions of general interest the meeting is now open.

THE LECTURER: If anyone would like fuller details of any of the welfare schemes that have been mentioned, and would write to my firm in St. Helens, they shall have them.

MRS. LEWIS C. ORD: I would like to know about the size of the units in your company; you have mentioned that there are a number of units. Do you restrict their size in any way and do you find size affects relations between management and personnel?

THE LECTURER: Of course the smaller the unit the easier it is to preserve family relations and contacts, but we certainly do our best to ensure that the same family traditions apply in the large units as in the small. The largest is about four thousand employees.

MR. G. N. BANYARD: There are two points which the lecturer made which interest me very much. The first concerns his company's education scheme: do I understand that his company gives grants to its employees after they have spent the first £25 of school fees and that these grants are given between the ages of five and 21?

THE LECTURER: That is quite correct. They must have spent £25 themselves on the first child, before being eligible for a grant.

MR. BANYARD: Secondly, would the lecturer give some indication of the number of staff who administer the welfare services on behalf of the firm?

THE LECTURER: In this country there are about fifty persons administering the personnel function at home, but they also concern themselves with British staff overseas and, to a certain extent, with overseas' nationals as well.

MRS. H. WHITTICK: Do you train your own personnel people or do you take university graduates with sociological degrees?

THE LECTURER: We do both. So far as possible we do try very hard to promote people from within the firm, but if by some unfortunate chance there is no suitable person within the firm, then we do take on university graduates and the like. Some have been professionally trained outside.

MR. A. R. N. ROBERTS (A Vice-President of the Society): I wonder if I should be right in thinking that Pilkington Brothers, like many other concerns, have latterly in their Central Education Department been more concerned with training for management than with the acquisition of individual technical skills which perhaps are dealt with departmentally?

THE LECTURER: We have been very much concerned of late with the question of training for management and only next month we are starting our first internal management training course. That is being run by our own education officer and he has been to various outside courses to gain experience.

MISS PHYLLIS J. ROGERS: What system do you operate when it becomes necessary to dismiss an employee? Can the employee appeal against dismissal through the firm, or is it done through his Trade Union in the usual manner?

THE LECTURER: Any employee who is dismissed and feels he has had unfair treatment has the absolute right of ultimate appeal to any Director. The normal procedure is for a dismissal to be approved by the Works Manager and then handled by his personnel staff. If an employee or his Trade Union is dissatisfied, either of them can take the matter up to the chairman of the firm, if they wish to do so.

MR. G. VIVIAN DAVIES: I had the pleasure of going over the works at St. Helens just before the war and was very impressed by what I saw, although I was not

then interested in personnel and welfare. Does the firm have difficulty in fitting in the older people they have to take on who have not been through this system as young men? If they have to engage specialists who may be between thirty and fifty years of age, how do they fit them into this organization? Secondly, how is job classification, which was referred to, carried out?

THE LECTURER: We do put such people through special training courses and, in fact, run a number of courses for new employees of various types.

As regards job classification, it is not job classification as usually understood. It is a classification of jobs from the medical point of view, so that the doctor can determine, when he sees a new employee, for what job he will be fit.

MR. VIVIAN DAVIES: You have not got such a classification as usually understood?

THE LECTURER: To a certain extent. We are experimenting at the moment.

MR. M. R. REEVE: Have you any system of giving medical examinations to people over sixty, and is there any yearly check up?

THE LECTURER: We have no such system for employees who are still at work and are below the retiring age which is 65. If we wish to keep an employee on after that age or an employee asks to be kept on, he is subjected to a doctor's report and is examined once a year thereafter. If the doctor's report is adverse, obviously the person in his own interests is not kept on. There are no examinations during working life, before retiring age, apart from those mentioned in my paper.

MR. JOHN CRISFORD: Could the lecturer give us a little information about an aspect of welfare which I do not think he has quite covered: that is the dissemination of information within the firm? I feel sure that he agrees that it is very important.

THE LECTURER: That is one of the most difficult problems. We try as far as we can to get information to the employees, but quite frankly it is not getting down to the extent that it should do. It is a subject which we are looking into seriously at the moment: how to ensure that information and policy matters do get down to what you might call the rank and file on the shop floor, but it is not a thing we are at all happy with at the moment.

MR. J. K. HIRST: May those who are of retiring age, but are staying on, draw a pension at the same time as their pay?

THE LECTURER: No. The rules of our pension scheme, which have been in operation for twenty or thirty years, do not allow anyone to remain in employment in our firm and at the same time draw a pension. There is nothing from stopping him going to another firm and earning a wage there and drawing our pension.

MR. HIRST: Are there facilities for persons under 21 to study for degrees while they are in employment?

THE LECTURER: Yes. Any employee who is taking a professional examination is given every facility for pursuing his studies. Some people get more time off than the one day a week I mention in my paper. If they obtain, say, a B.Com. or something of that sort, they get quite a substantial award from the firm towards the cost of taking that examination.

MR. MARK H. TAYLOR: Has it been found necessary to state that there is a confidential relationship between works' doctor and employee? It has frequently been suggested that employees are reluctant to consult works' doctors lest their discovered ailments prejudice future employment.

THE LECTURER: That is something with which we had quite a lot of trouble when

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WELFARE IN A LARGE FAMILY FIRM

we first appointed a works' doctor, but we have repeatedly said to our industrial council and to other councils that anything that happens between the employee and our own doctor is confidential between the two. However, if our own doctor thinks it is bad for an employee's health to continue in a particular job then he is perfectly at liberty to tell us so, but it does not necessarily follow that he will tell us what is the matter with the man. He will advise from his own professional experience, for example, that the man should not, shall we say, continue to do heavy work.

MR. A. S. PYE-SMITH: I had the pleasure of being shown round the Doncaster works shortly before the late war and as they are, if I remember rightly, out in the country, conditions must have been very different from those in St. Helens. I have been wondering while listening to this wonderful scheme whether it has been possible to apply the whole of it to works isolated like those near Doncaster.

THE LECTURER: I wonder if when you were in Doncaster the offices, canteens and laboratories were wooden huts or brick buildings. For a long time after those particular works started, just after the First World War, the offices existed in wooden huts. However, everything I have described, I think I am right in saying, applies equally at Doncaster, where you may have seen we have our own garden village. In fact, the whole village of Kirk Sandall, except for the church and one or two old houses, was built by our own firm and is very largely occupied by our own employees. So there is a very real community spirit.

MR. G. A. H. CADBURY: Do a good percentage of your people return after National Service and does your pre-Service course help here?

THE LECTURER: We like to think that the pre-Service course does help, but quite frankly we are finding just at the moment that more and more of those who go on National Service are tending not to come back. That was the experience during the last year. Have you found the same thing?

MR. CADBURY: Yes.

DR. STANLEY GOODING: Is an employee entitled to the benefit of this welfare straight away when he comes into the firm or is there a probationary period after which he is taken on the permanent staff?

THE LECTURER: In most cases the employee has to serve a probationary period. For example, if he is a non-staff employee he cannot join the workman's pension fund until he is 21. If he is a staff employee he cannot join the Staff Fund until he is 18. For most, I think I am right in saying, the service qualification is one year, but as soon as they have done the one year they are eligible. In certain cases, such as payment when they are off sick, the amount of the benefit is greater for longer service or it lasts longer.

THE CHAIRMAN: I do at your wish and on your behalf thank Mr. Cozens-Hardy for bringing to our notice this wonderful example of welfare and business. A firm which has met open competition and has still given this efficient welfare service to its employees gives inspiration and encouragement to many of us who have had shorter experience of the value of such methods.

May I thank you, Mr. Cozens-Hardy, on behalf of everyone here present and say how much we enjoyed your very excellent lecture? I am quite sure it will be an inspiration to many in showing what can be done if with faith we 'cast our bread upon the waters'.

*The vote of thanks to the Lecturer was carried with acclamation: and, another having been accorded to the Chairman, the meeting then ended.*

## GENERAL NOTES

## SOME LONDON EXHIBITIONS

At the time of writing, uncertainty still prevails among London art dealers who are reluctant to put on fresh exhibitions while the newspaper stoppage continues and Press comment on the galleries remains largely silenced. It is, perhaps, hardly a matter of very serious concern that the current exhibition of Flaxman's pseudo-classical illustrations and Wedgwood pottery, arranged in the Royal Academy's Diploma Gallery to mark the bicentenary of Flaxman's birth, has been denied the critical attention that should normally have been given also to the fine plates from the Rosenwald copy of William Blake's *Songs of Innocence and of Experience*, at present on loan to the Print Room of the British Museum. The reputations of Blake and Flaxman stand in little need of reappraisal, and sympathy goes out rather to those living artists whose exhibitions, representing the work of two or three years, have suffered an unexpected and quite unmerited neglect.

When these words appear it seems likely that the Hiroshima panels will have left the College of Preceptors, 2 Bloomsbury Square, where they were impressively arranged on the top floor. No doubt the Institute of Contemporary Arts (which lately organized a debate in connection with the exhibition, with Sir Herbert Read in the chair) would tell enquirers whether these long cartoons on scrolls may now be viewed elsewhere. For assuredly they should be seen. A compassion such as inspired and ennobled Goya's revolting *Disasters of War* is rare indeed, and somehow one had never expected that anything comparable might come one day out of Japan.

The political use of the Hiroshima designs by Iri Maruki and his wife Toshiko Akamatsu is not at all my concern. Mine is simply to testify that their three great graphic cartoons drawn on rice paper in black ink and vermilion, and the accompanying studies of human beings in every attitude of anguish and despair, are works of very formidable power and imagination. Brangwyn could never have executed them. But one may hint at their character by suggesting that had Brangwyn ever been outraged by scientific destruction, and formed a semi-expressionist Oriental style for his purpose, he might, with his grasp of form and power of sustaining a large-scale design, have moved one almost as profoundly as do these Japanese partners. That these are emphatically not horror pictures Mr. John Berger does well to insist in his preface. In the last analysis, the reason for their impact may be found in the shocking contrast between the content and the most sensuous beauty of the drawing and modelling of the many forms; and the subsequent realization that the designs were inspired by close observation of the effects of radiation on the victims.

Exhilarating yesterday, neo-primitive quaintness may seem rather tiresome to-morrow, and it is possible that only the *douanier* Rousseau and our waterman Greaves are proof against disenchantment. Betraying his experience in *Le Marché aux Fleurs*, Vivin cannot quite gammon me by his show of wide-eyed innocence at Arthur Jeffress' Gallery in Davies Street. Every primitive must have his speciality, Vivin's penchant being for tidy, many-bricked façades, and street *pavé* that may assume the same vertical angle. Whether he was as capable a Post Office official as Trollope is not recorded, but the novels of the one may safely be judged more memorable than the novelties of the other.

Was I so easily captivated (I am beginning to wonder) by Mr. Christo Coetzee's wit, verve, and manifest delight in his odd kettles of fish, that I place his talent rather higher than it deserves? Yet, surely, this young South African combines buoyancy with a French assurance. One scarcely notices that his paintings at the

Hanover are all still-lifes when a metronome assumes the stature of the Eiffel Tower piercing a crystal sky, and a rattle-snake rears unexpectedly out of a box to scare a bird. Add to an uncommon colour sense his brisk and nervous notation and obvious relish for the creaminess of his paste, and you will gather that he is, at least, a most inspiriting newcomer.

The two Italians at Roland, Browse, and Delbanco's deserve more than a passing reference, though the mention of Modigliani should be quite enough to send admirers to his mannered drawings that suggest the fullness of the form within the spare curves of the contour. Signor Pajetta is a brooding expressionist whose rich and sombre colour accords exactly with the mood of his introspective painting.

Others, including Mr. Edward Burra at the Lefèvre, line up for attention; but this survey is intended only to cast a little light on what is going on in the London galleries, deprived of publicity.

NEVILLE WALLIS

#### TOWN AND COUNTRY PLANNING ASSOCIATION TOURS

Four one-day tours have been organized by the Association, to take place during the summer months. The tours are open to members of the T.C.P.A. and others interested in the development of the new towns and the location of industrial and housing estates. The cost, inclusive in each case of coach journey, lunch and tea, and all gratuities, will be 21s. Details will be sent upon application to the Secretary, T.C.P.A., 28 King Street, London, W.C.2.

#### MEDIEVAL MANUSCRIPTS AT THE GEFFRYE MUSEUM

The Geffrye Museum, Shoreditch, is presenting from Friday, 1st April to Sunday, 24th April, an exhibition of pages from illuminated manuscripts, lent by the Victoria and Albert Museum. Thirty examples are on view, presenting a survey of the art of illumination from the twelfth to the sixteenth century. The exhibition is open on weekdays (except Mondays) from 10 a.m. to 5 p.m., and on Sundays from 2 p.m. to 5 p.m. Admission is free.

#### FROM THE JOURNAL OF 1855

VOLUME III. 13th April, 1855

*From the report of the remarks made by Mr. P. L. Simmonds in the discussion following a paper On the Mineral Industries of Great Britain, by Robert Hunt, F.R.S., Keeper of Mining Records.*

There was in British America a 'coal area twice as large as that of Great Britain, and the coal-mines of Nova Scotia were of a most profitable character to the General Mining Association, and could scarcely keep pace with the demand from the United States. Gypsum and grindstones were also large articles of export from the Lower British Provinces to America, and many thousands of tons of these were shipped annually. Iron ores abounded in Nova Scotia and Canada, which would hereafter doubtless be turned to very profitable account. He was only reading that very day a long and interesting list of the economic minerals collected in Canada by Mr. Logan, the provincial geologist, for transmission to the Paris Exhibition, and that list comprised magnetic, specular, and titaniferous iron ore; zinc, lead and nickel;

copper-pyrites, phosphate of lime, gypsum, shell-marl, and other mineral manures; slates, granite, lime-stone, sand-stone, and beautiful magnesian marbles; materials for pottery, glass, &c., besides various other products interesting to commerce. The copper-mines of Lake Superior, both on the American and Canadian shores, were now being prosecuted with energy, and the nature of the returns to the mining interests might be judged of from the fact, that huge masses, weighing from 6,000 to 7,000 lbs. of pure copper, were frequently obtained. The United States used about 9,000 tons of copper annually, of which not one-fourth was produced in their own territories, but they were dependent on British enterprise for the bulk of their supplies. In the far North-West we had extensive deposits of valuable coal, in Vancouver's Island, available for future use, and for the supply of the important State of California.

### Some Activities of Other Societies and Organizations

#### MEETINGS

MON. 18 APR. Geographical Society, Royal, South Kensington, S.W.7. 8.30 p.m. Dr. E. B. Worthington : *East Africa and Her Neighbours*.

TUES. 19 APR. Civil Engineers, Institution of, Great George Street, S.W.1. 5.30 p.m. D. V. Buck : *Reconstruction of Quays on the River Great Ouse at King's Lynn*.

Electrical Engineers, Institution of, Savoy Place, W.C.2. 5.30 p.m. *The Measurement of Impulse Voltages and Currents with special reference to the Testing of Surge Diversers*. (Discussion opened by R. Davis.)

International Affairs, Royal Institute of, 10 St. James's Square, S.W.1. 1.30 p.m. Dorothy M. Pickles : *The Outlook for France*.

Manchester Geographical Society, 16 St. Mary's Parsonage, Manchester, 3. 6.30 p.m. Major R. G. Attwood : *Rome and Athens and Isles of Rhodes and Capri*.

Transport, Institute of, at the Chamber of Shipping, F.C.3. 5.30 p.m. Viscount Runciman : *Shipping and the International Organisations*.

WED. 20 APR. Chadwick Trust, at the National Museum of Wales, Park Place, Cardiff. 3.30 p.m. Neil R. Beattie : *The Role of the Public Health Inspector*.

Electrical Engineers, Institution of, Savoy Place, W.C.2. 5.30 p.m. G. H. Metson : *A Study of the Long-Term Emission Behaviour of an Oxide Cathode Valve. Part I : Emission Behaviour of Oxide Cathode on a Platinum Core. Part II : Emission Behaviour of an Oxide Cathode on Passive and Active Nickel Cores*.

Locomotive Engineers, Institution of, at the Institution of Mechanical Engineers, 1 Birdcage Walk, S.W.1. 5.30 p.m. F. H. Jaekel : *Operation and Running Maintenance of Locomotives on the Nigerian Railways*.

THURS. 21 APR. Electrical Engineers, Institution of, Savoy Place, W.C.2. 5.30 p.m. W. Shockley : *Transistor Physics*.

Road Transport Engineers, Institute of, at the Royal Society of Arts, W.C.2. 6.30 p.m. A. Enticknap : *Gas Turbines and Their Application to Road Transport*.

FRI. 22 APR. British Sound Recording Association, at the Royal Society of Arts, W.C.2. 7 p.m. P. Wilson : *Romance and History of the Gramophone*.

Mechanical Engineers, Institution of, 1 Birdcage Walk, S.W.1. 5.30 p.m. (1) A. Gilmour : *Fuel Consumption and the Speed of Rail Transport*. (2) F. L. Picard : *The Pilot Gas-turbine Locomotive of the Régie Nationale des Usines Renault*.

TUES. 26 APR. Civil Engineers, Institution of, Great George Street, S.W.1. 5.30 p.m. Col. T. I. Lloyd : *Potentialities of the British Railways System as a Reserved Roadway System*.

International Affairs, Royal Institute of, 10 St. James's Square, S.W.1. 1.30 p.m. W. J. Koltatz : *Government and People in Soviet Russia To-day*.

Manchester Geographical Society, 16 St. Mary's Parsonage, Manchester, 3. 6.30 p.m. Professor T. R. Crowe : *National Parks of the U.S.A.*

WED. 27 APR. Archaeological Institute of Great Britain and Ireland, Royal, at the Society of Antiquaries of London, Burlington House, Piccadilly, W.1. 5 p.m. N. Drinkwater : *The Chapter House, Hereford Cathedral, and The Bishop's Chapel of St. Katherine and St. Mary Magdalene, Hereford Cathedral*.

Electrical Engineers, Institution of, Savoy Place, W.C.2. 5.30 p.m. G. F. Peirson, A. H. Pollard and N. Care : *Automatic Circuit Reclosers*.

FRI. 29 APR. Mechanical Engineers, Institution of, 1 Birdcage Walk, S.W.1. 5.30 p.m. J. Manhaim and D. C. Sweeney : *An Investigation of Hydraulic Lock*.

#### OTHER ACTIVITIES

MON. 18 APR. UNTIL SUN. 24 APR. Imperial Institute, South Kensington, S.W.7. 12.30 p.m., 1.15 p.m. and 3 p.m. Weekdays, 3 p.m. and 4 p.m. Saturdays, 3 p.m., 4 p.m. and 5 p.m. Sundays. Films : *The Sea Shall Test Her—United Kingdom : School for Adventure—Kashmir ; New Zealand Thoroughbred*.

WED. 20 APR. Building Centre, 26 Store Street, W.C.1. 12.45 p.m. Film Show : *Willing Does It ; Bride and Prejudice*.

MON. 25 APR. UNTIL SUN. 1 MAY. Imperial Institute, South Kensington, S.W.7. 12.30 p.m., 1.15 p.m. and 3 p.m. Weekdays, 3 p.m. and 4 p.m. Saturdays, 3 p.m., 4 p.m. and 5 p.m. Sundays. Films : *Rhodesia Spotlight (No. 17) : Bananas—Jamaica ; Trappers of the Sea—Canada*.

TUES. 26 APR. Anglo-Israel Association, at the Royal Society of Arts, W.C.2. 6 p.m. *Any Questions*.

WED. 27 APR. Building Centre, 26 Store Street, W.C.1. 12.45 p.m. Film Show : *Locksmiths of Yesterday and To-day ; For Lifelong Protection*.

THURS. 28 APR. Council for the Preservation of Rural England and Central Council of Civic Societies, at the Royal Institute of British Architects, 66 Portland Place, W.1. 2.30 p.m. *Tree Conference*.

NOW UNTIL 1 MAY. Imperial Institute, South Kensington, S.W.7. *Exhibition of Loyal Addresses presented to Her Majesty during the Royal Tour, 1953-54*.

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